

**Ohio Board of Regents Minutes  
Ohio Board of Regents, Columbus, Ohio  
November 10, 2009**

**I. Call to Order**

Chair Tuschman welcomed the board members to the meeting. He stated that Regents Moresky and Alvarado were running late and would be joining the meeting as quickly as possible.

**II. Roll Call**

Chair Tuschman called the roll. Those present were:

Bruce R. Beeghly  
Timothy M. Burke  
Gary Cates  
Bonnie Milenthal  
James M. Tuschman

Chair Tuschman stated, "the record reflects that notice of this meeting was given in accordance with provisions of the Board of Regents' Ohio Administrative Code § 3333-1-14, which rule was adopted in accordance with section 121.22(F) of the Ohio Revised Code." A quorum was not present.

Donna Alvarado joined the Board meeting at 10:25 a.m. thus making a quorum. Regent Moresky joined the meeting after the roll call was taken.

**III. Approval of Minutes**

Chair Tuschman asked if there were any additions or corrections to the October 20, 2009 draft minutes. He asked that the word "energy" on page 1, item IV, paragraph 2 be changed to "synergies."

The Chair asked for approval of the minutes as edited. All Board members voted to approve the edited minutes.

**IV. Opening Remarks**

Chair Tuschman said this is a time of crisis, challenge and change along with great opportunities like we have never seen before. It is incumbent upon the Regents, Chancellor, Governor and hopefully the trustees to take advantage of these opportunities to strengthen higher education. There are opportunities for joint operating agreements between our four year and two year schools and collaborations that may not have been thought of before we faced the current economic challenges. Chair Tuschman shared an article from the Toledo Blade regarding tuition rates continuing to rise but not being able to meet the costs of higher education. It said state funding for higher education will not grow enough to cover the costs of increased enrollments unless issues such as efficiency, productivity and transparency are

addressed. He said on the surface it may appear that schools are working on efficiencies, but there is more that can be done. He shared the example of a university working on reducing paper costs by 40 percent, yet not responding to an offer of another institution to work together to stem health costs.

Regent Milenthal is attending the efficiency council meetings and will continue to focus on this issue. Chair Tuschman would also like to attend the efficiency council meetings. He complimented the Chancellor on the work of the efficiency council. He suggested creating a "Points of Pride" program to challenge institutions to provide the Regents with significant events where the State of Ohio can take pride in large efforts to save money and produce efficiencies. The program can keep track of these savings on a monthly basis and report on them to distinguish Ohio from other states. If the Board likes the idea, it can be developed and word of what has been done shared with the legislature.

The Chancellor thanked the Chair for the charge he presented. He said the staff is working on efficiencies. He pointed out Ohio's tuition increases were the third lowest in the nation. He apologized for needing to leave the meeting early to meet with the presidents at the Inter-University Council of Ohio regarding the Third Frontier.

The efficiency council was created as an open forum with staff, higher education faculty, students and others to talk about efficiency. The Chancellor indicated that he wanted to be advised on ways his staff can accomplish efficiency goals. He would like to make sure that each institution's efforts to be efficient do not go unnoticed. He is convinced that trustee engagement is necessary to build relationships among institutions and foster meetings to converse on how to do efficiency initiatives quickly.

Regent Alvarado supported the idea of "Points of Pride" and the use of the word stewardship regarding the state's use of resources when they talk to trustees. She said eight universities are dealing with advanced energy issues right now.

Chair Tuschman congratulated Regent Dan Hurwitz on his promotion to the CEO of Developments Diversified. He welcomed Greg Williams to the role of president of the University of Cincinnati. He also shared the news that Owens Community College nursing program did lose its accreditation. He is working with the University of Toledo to create pathways for these nursing students to enter the Toledo program. He said systems need to be set up so that institutions on accreditation watch will advise the Board of Regents and the Chancellor of the problems.

## **V. Discussion on Third Condition Report**

Consultant for the Third Condition Report Brenda Albright introduced John Buttlewerth, Chair of the Ohio Faculty Senate of Community and Technical Colleges. Dr. Buttelwerth gave testimony to the Board regarding the student centeredness of the community and technical colleges of Ohio.

Dr. Buttlerwerth said the Ohio Faculty Senate is very serious about this issue and is not afraid to recommend bold measures. He reported on efforts to streamline and shorten degree paths. He said many students are from non-traditional backgrounds and said the current efforts to transition to semesters should include numerous semester options such as mini terms within a sixteen week semester to give students more learning flexibilities.

The Ohio Faculty Senate suggests the current transfer system is slow, expensive and unfair to many students. They would like to see Ohio create a statewide general education system for students on a statewide level so that transfer of general education courses would not be needed. A block transfer of the first two years of higher education classes could be implemented to create a statewide guaranteed block transfer of those credits. Other innovations include the electronic transfer of transcript and electronic records, a database of student information, and policies put in place regarding students taking online courses. He said caution is needed to make sure that real learning takes place with online learning. He encouraged more communications between higher education institutions and high school and adults students. He said that young students see student life as extremely important and affecting the atmosphere of the campus; however, student life is not a big priority for older students.

It is extremely important for students to take the Compass Test to make sure they are ready for college. The alignment of K-12 and higher education curricula is also needed so that students do not need to spend money on remediation classes in college. The readiness of students in remediation can also be hindered by the lack of full time faculty teaching the classes. Only 10 percent of remediation classes are taught by full time faculty. He called for a monitoring of full and part time faculty and for a singular definition of "full time" faculty.

Dr. Buttlerwerth spoke to the teaching of STEM programs and said they should be cutting edge. He said Wright State is using a more applied method to teach STEM courses.

The three most important areas affecting community and technical college students are:

- Image of the two year college. Most parents see it as the consolation school for those students that could not make it in a four year program. Parents need to be aware that the community college is a great place for students.
- Transferability. He would like a system where students go to a two year college and then transfer to a four year campus without a loss of quality to help keep the cost of schooling down. The block transfer will engage a path through the system for two year colleges.
- Branding. There are 110 campuses when you include adult career centers. They have the ability to fulfill the 30 mile promise and to offer dual enrollments. He suggested bringing in professionals to brand the University System of Ohio (USO).

Discussion was held by the Regents regarding efficiencies and how the rewards for faculty are aligned with student success. Dr. Buttlerwerth did not believe they were connected at all, but said the faculty of community colleges are there because they love to teach. Student life is an important part of the college experience and is a critical part of the entire system.

Electronic education has a critical role to play but cannot be the “be-all end-all” of the educational system. Adjunct professors bring real world experience to the college classroom.

Patrick McLean, Associate Vice Chancellor for Affordability and Efficiency reported on the student centeredness of the University System of Ohio’s efficiency efforts. He said that affordability refers to the student and efficiency refers to operations of our institutions.

Work that his department is doing ties into financial aid, textbooks, co-ops, internships, sustainability, college access, GI Promise, services for students with disabilities, college savings (Ohio Tuition Trust Authority) and efficiency. Everything ties into the strategic plan and the effort to bring more students into the University System of Ohio.

One of the opportunities of financial aid is the ability to take this knowledge out in the field to guidance counselors to train the trainer and make information available to a wider audience. He said it ties into the whole college savings program and the Ohio Tuition Trust Authority.

The textbook issue is a high profile and high dollar endeavor. The Chancellor’s staff is looking for more affordable options such as using technology to see what is out there and letting the faculty know what is available. With VMWare the student can access the book on line, print out portions or order the entire book. Online options can bring down the price of the books. Awards were given to faculty innovators in May who made low cost options available to students. The next steps are to identify the most commonly taught courses for savings and to work with other states in developing the texts. Transparency is needed to let students know in advance what books they will be assigned so they can shop for the best deal.

Discussions continued regarding co-ops and internship funding. The Third Frontier may help in this area. Several higher education teams are moving forward to look for efficiencies from the schools. Schools should make sure that students understand early the courses they need to take to make sure they are prepared for their career paths.

Institutions should be informed of what other schools are doing in their efficiency efforts. They are working on both the demand and supply side to purchase collectively. Courses offered at the schools should align with the needs of the businesses in the green economy. The ultimate goal is to create alignment to match up with the needs of the employer.

College access and financial aid looks at college attendance assumptions for lower income students to target those unsure about college enrollment by helping with financial aid. More AP courses are needed across the state and more students should be encouraged to take the ACT/SAT tests.

The GI Promise makes in-state tuition available for veterans and their families regardless of their Ohio residence status. They are working with the Defense Department to certify schools as service member opportunity campuses. This program will give veterans credit for

their experiences in the military. The goal is to make Ohio's campuses the most veteran friendly in the nation.

The Chancellor partners with the Rehabilitation Services Commission (RSC) to help students with disabilities attending our campuses. Zach Waymer will be the primary point person at the Regents for students with disabilities. The RSC benefits from a good federal match point to maximize the available funding from \$700,000 to close to \$3M.

In the last budget bill the Ohio Tuition Trust Authority was modified so that the Chancellor can select the Executive Director with board approval. It was a stand-alone agency before and now it is integrated with other higher education endeavors. Guaranteed tuition credits could be purchased in the past and the state guaranteed the credits. The Chancellor wants to create a shared risk model that investors can lock into a guaranteed tuition rate. They must come up with a plan by December 31, 2009.

The Efficiency Council works to make the institutions more efficient in order to provide more funding for student initiatives. Technologies continue to grow to help bring about efficiencies. Campuses were mandated to demonstrate efficiencies by 3 percent each year of FY09, FY10 and FY11. Campuses had to identify 3 percent of their operating costs where they could become more efficient. Campuses reported on their efforts which included collaborative purchases or working throughout their entire structure to find efficiencies. The savings for FY09 were projected at \$236M. One drawback was the potential penalization of institutions that were already efficient. They are looking for ways to even this out.

The efficiency counsel looks for ways to bring about continual improvement on efficiencies. It has eleven members and meets the first Thursday of every month. The meetings are open to the public and are made available through whatever mechanism they can throughout the state.

The five areas of efficiencies in the efficiency council are: academic, administrative, energy, IT and procurement. They have been working with the Delta Cost Project to look for efficiencies. Administrative efficiencies could include people and benefits, academic structure, learning productivity, size and delivery. They could be linked with benefits, procurement and other practices such as RxOC and self-insuring of medical costs system-wide.

IT is working on a number of agreements that have the potential for great cost savings with vendors such as Microsoft and VMWare. The efficiency council creates a system-wide method of bringing efficiencies to everyone's attention for rapid adoption by the institutions. Benchmarking is a critical piece and push points may be created so that institutions have to defend why they have not taken advantage of the efficiencies.

The monthly meetings help to measure success and talk about best practices. The next step is to create work groups for energy and IT areas, look at what needs to be measured, the current data, where the institutions stand against the measure, national and international benchmarks, what the expectations for accomplishment are, and where the institutions stand

compared with the measures. The measures are not static and can be changed. The work groups will be monitored.

## **VI. Upcoming Activities**

At the December meeting non-traditional and part-time students will be asked to give testimony. A PowerPoint of the major themes will be presented to be used as a first draft for the Third Condition Report. The Chancellor's staff will be asked to provide supplemental information on changes to information contained in the First Condition Report. A written draft will be ready for the January Board of Regents meeting.

Chair Tuschman said he would like to invite former interested regents to a reunion sometime in the next year.

Regent Milenthal will host a holiday event for the Regents the evening prior to the December Board of Regents meeting. The December Board of Regents meeting will include a meeting with the facilitators and a report on the Third Condition Report. The meeting will be expanded to December 15 and 16 because of the full agenda.

The Regents would like to visit the following institutions this year: Bowling Green State University, The Ohio State University, Cuyahoga Community College, Ohio University/Hocking College in the fall for an overnight visit, and Eastern Gateway Community College sometime in the spring.

Chair Tuschman would like a meeting to discuss economic development and asked that Lisa Patt-McDaniels be invited to the meeting.

The University of Toledo will be invited to give a presentation of its Strategic Planning Computer Model at a future meeting. They have indicated that they would be willing to turn the entire system over to the Board of Regents to map and monitor the Chancellor's Strategic Plan.

Experts will be invited to the board meetings for presentations regarding the learning process and answer the following questions: How good are we at teaching people and what can we do to improve the learning process?

## **VII. Trustee Engagement Discussion and Next Steps**

Regent Alvarado gave an update on Trustee Engagement. She said there is a need to articulate what success of the project would look like and how the Board will know the mission was accomplished. The facilitators will meet with the Board during the December meeting to come up with a definition, explicit goals and criteria to define success along with measurable outcomes to accomplish in the coming year through the Board of Regents and the working groups as a whole. It is essential to get buy-in from the trustees and to prioritize specific steps to be initiated in the coming year. Ten to twelve trustees will be identified to serve as thought leaders for trustee engagement and stewardship at a statewide and institutional level. The

Chancellor and Regent Alvarado will choose new and experienced trustees from both two year and four year schools. Each Regent will be asked to contact Regent Alvarado to recommend trustees from their area that would be good candidates for this group.

Regent Milenthal reported on the Communications Working Group. Seventeen trustees were selected to serve on this working group. They were sent letters containing questions regarding communications between the Regents, trustees, presidents and communication with each other and their desire for a designated page on the website just for trustees. She shared the responses from the questionnaire and said the meeting went very well. The draft charter was used as a straw man for a framework for conversation. A conference call was scheduled to review the changes made to the charter. The attendees will present the charter to their boards in January.

#### **VIII. Chancellor's Report**

Chancellor Fingerhut said his staff is working to update the data on the Strategic Plan and he is anxious to release a document that shows the progress being made on the goals. This information may be out by the end of the year and will be available on the website.

The economic advancement role of higher education is taking off in a way that is so exciting and positive for the state that is almost overwhelming. He recently took part in an announcement with the Governor regarding GE Aircraft's commitment to rebuild in Ohio. Their commitment was driven by the research partnerships of the University of Cincinnati and GE. All the future research will be at universities. He said higher education is at the epicenter of keeping one of the largest employers in Ohio.

Proctor and Gamble gave the University of Cincinnati an award for innovation for negotiating a technology transfer agreement which is a model of the ease by which a company of that size can work with a university. This technology agreement could serve as a template for technology transfer for other universities and colleges. A date has been set for university presidents to sign this technology agreement and have a day for Proctor and Gamble to meet with the institutions to show what kind of engagements they are interested in. He reported that initiatives are coming along extremely well.

Chancellor Fingerhut reported that it is critical that the General Assembly be informed of how important it is that the Third Frontier renewal be placed on the ballot for the May primary. The General Assembly will need to pass a joint resolution in January to have this placed on the ballot in May. He has met with the Governor and leaders of the Senate and House of Representatives regarding this matter. He has met with business groups around the state asking for support for the May ballot issue to renew the Third Frontier. He stated that the USO is aligned with the economic needs of the state. The Centers of Excellence are organized according to the four industry groups that are the focus of the Third Frontier: advanced energy, agriculture and food processing, transportation, bio-medicine. The Chancellor added the additional category of "track and retain talent." A clear statement to the citizens of Ohio can be made that the USO has focused itself on research and programs of excellence because they were aligned with Ohio's targeted industry areas. Communication tools need to be built to

explain our alignment. He is working to aggressively staff up in the area of economic development. Other state agencies and businesses may want to help with these initiatives.

Chair Tuschman thanked the Chancellor for his excellent report and said it was one of the most optimistic reports the Regents have heard. There is good work going on in the universities and colleges of Ohio.

Senator Cates said one has to be optimistic about the future. Higher education needs to focus on affordability, accessibility, accountability and alignment. Students need to learn to be successful in Ohio and the opportunities with the community colleges and technical schools may be very helpful in helping students succeed. The state needs to see the vision and move in that direction by investing capital in education to leave the state better than it is today. He thanked the Regents for their commitment.

**IX. Adjourn**

There being no further business or discussion, Chair Tuschman adjourned the meeting.

The next scheduled Board of Regents meeting will be held December 15 and 16, 2009 at the Ohio Board of Regents, 30 E. Broad Street, 36<sup>th</sup> Floor, Columbus, Ohio.

  
Ohio Board of Regents

December 15, 2009  
Date